	4.1 FACTS II Requirements Summary	4.11 Interfaces
	4.2 Functional Requirements	4.12 System Development
	4.3 Technical Requirements	4.13 System Testing
	4.4 Customer Relations Management Tools	4.14 System Training
	4.5 Project Initiation and Management	4.15 Conversion
	4.6 System Hardware	4.16 System Implementation
	4.7 System Planning and Analysis	4.17 Post Implementation Support
	4.8 Requirements Verification	4.18 Support Federal Review
	4.9 System Design	4.19 Security
	4.10 Reports	

DE_SACWIS-002p_4

4.16 System Implementation

RFP reference: 6.16 System Implementation, Page 58

Deloitte Consulting understands that the way in which the technology is implemented is as important as the technology itself. We help DSCYF realize the maximum benefits of the FACTS II system by focusing our implementation approach on the people, processes, and technology aspects of organizational change.

Deloitte understands that the purpose of large technology transformation projects is to solve important business problems, improve process efficiencies, and reduce costs. In the case of SACWIS systems, providing intake workers, case workers, and investigators with improved automated tools results in better decision making and improved services for the children and families of Delaware. While today's automated systems provide many benefits, they often may involve substantial transformation of business processes. We propose a proven system implementation methodology that addresses transition preparedness, end user training, cutover activities, warranty services, and on-going maintenance of the application. We understand the importance of cultural change management, and we conduct our project in a way that enables the implementation of your statewide vision.

section HIGHLIGHTS

- Deloitte uses a proven Implementation Plan using FACTS II Playbook that is based on (SDLC) standards and national SACWIS implementation experience

Our experience implementing large integrated children services solutions across the nation gives us the expertise required to successfully plan and implement FACTS II. We understand how to plan for and address potential implementation challenges. Leveraging

the experience and insight from our demonstrated success with similar implementations, we are proposing a fully-functional statewide big-bang implementation approach for FACTS II. In recommending this approach, we carefully considered other alternatives and evaluated each against DSCYF objectives and Delaware counties. Given the size of the state, the number of system users, and more importantly DSCYF's objective of integrating multiple agencies into a single system, the "big bang" approach presents an ideal and least risky option.

Deloitte delivers a fully-functional FACTS II solution on February 15, 2013. Our timeline below for FACTS II statewide go-live is scheduled for Month 20 with full functionality including reports, DSCYF developed interfaces, and converted data.

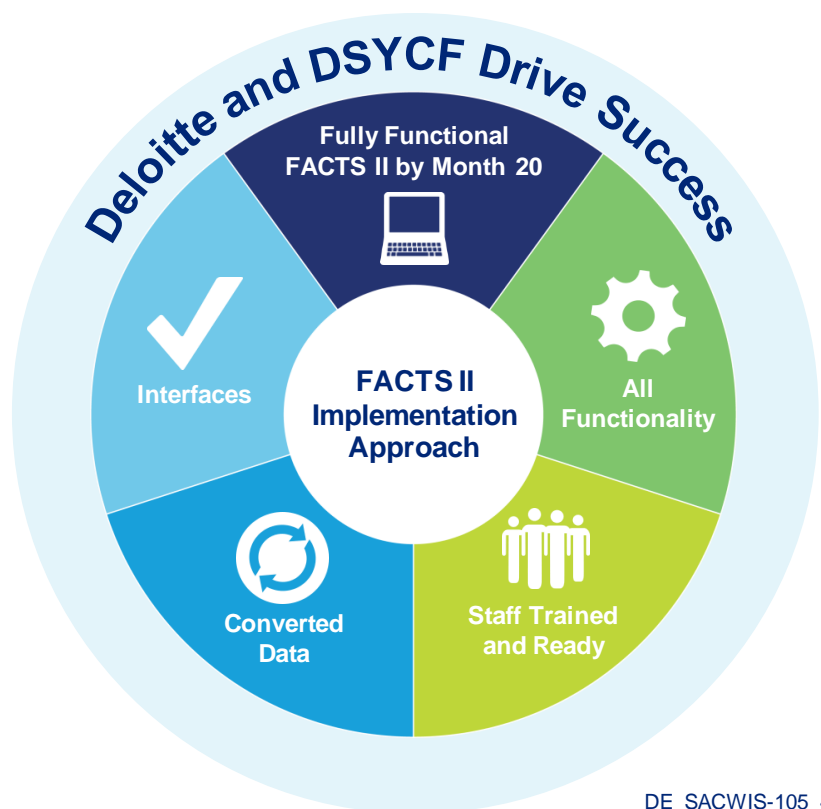


Figure 4.16-1. Delaware FACTS II Implementation Approach.

Our FACTS II Playbook implementation approach delivers a fully-functional solution by Month 20.

Based on the proposed implementation approach and given our experience with transferring our proven transfer solution, the following timeline depicts our projected February 15, 2013 Go-Live/Statewide implementation time frame.

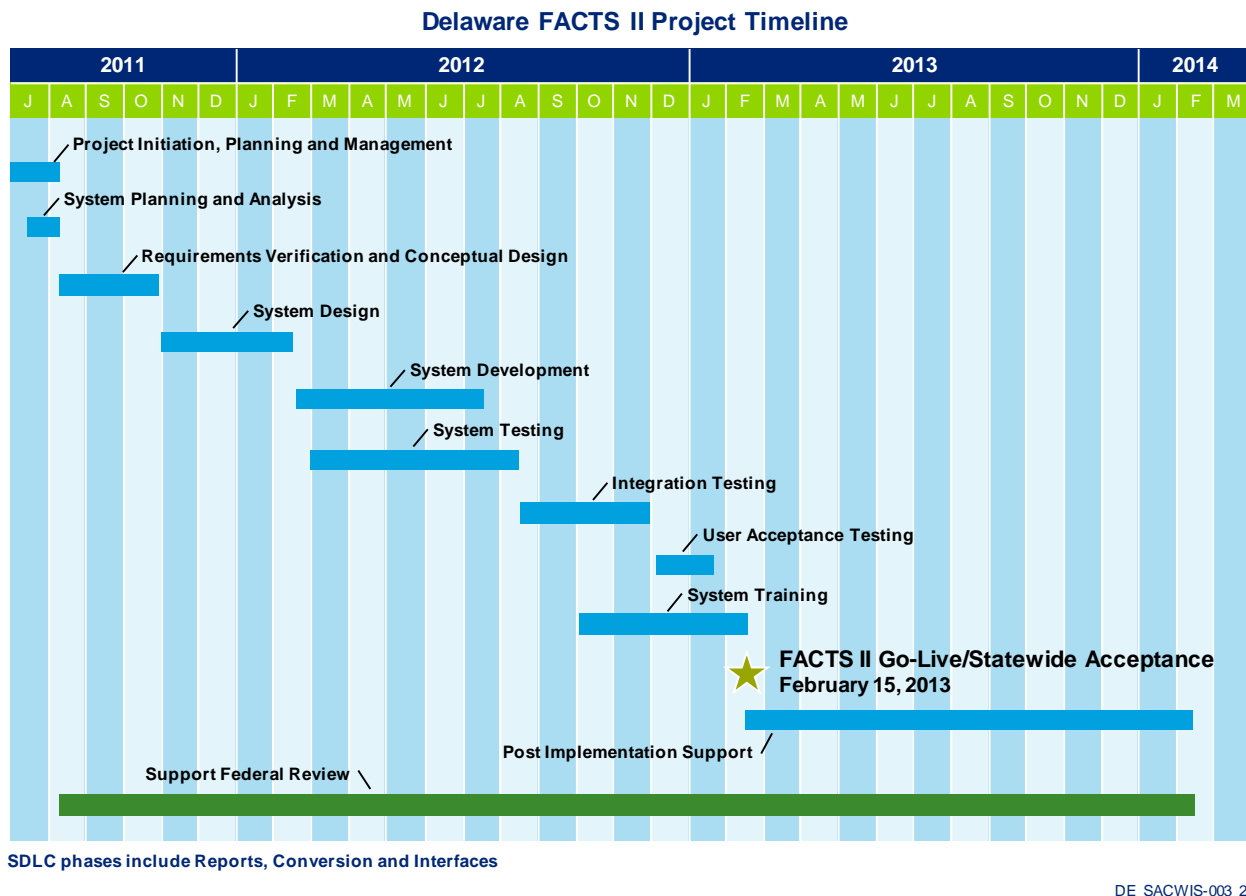


Figure 4.16-2. FACTS II Implementation Timeline.

Our System Implementation approach includes a fully-functional FACTS II solution at month 20 including reports, converted data, and interfaces.

During the initial define, design, and build phases of FACTS II, the application and technical infrastructure, interfaces, conversion, and reports are the focus. User Acceptance Training verifies that FACTS II meets all of these requirements. We will train UAT participants and use this training as our “test” of the training curriculum and materials. Feedback is accepted and training delivery modifications are made. As demonstrated in the FACTS II timeline above, once User Acceptance Training is completed, we begin statewide rollout preparation activities that culminate with the FACTS II statewide “Go-Live”.

We offer more than just a sound approach to systems implementation; we provide DSCYF with the confidence in an implementation approach that is grounded on the successes of similar implementations—all delivered on time. We have worked with social services agencies around the country that faced the same challenges that Delaware faces in the FACTS II statewide implementation – staff who are dispersed across different divisions, agencies, and counties who serve a growing customer base. We bring that experience, which includes a multi-tiered level of support, to our systems implementation approach for Delaware FACTS II to provide a seamless statewide implementation.

The following table highlights the system implementation support that Deloitte has provided for projects of similar size and scope as Delaware FACTS II:

State	Number of Users	Conversion Support	Training Support	Site Support	Help Desk Support	Fully-Functional Rollout
District of Columbia	1,400	✓	✓	✓	✓	✓
Alabama	2,300	✓	✓	✓	✓	✓
Allegheny County Pennsylvania	2,200	✓	✓	✓	✓	✓
Clark County Nevada	450	✓	✓	✓	✓	✓
Maryland	3,000	✓	✓	✓		✓
Massachusetts	3,000	✓	✓	✓	✓	✓
Tennessee	4,500	✓	✓	✓	✓	✓
West Virginia	1,400	✓	✓	✓	✓	✓

Table 14.6-1. Implementation Support Services Provided in Similar Implementations to FACTS II.

Our Implementation Approach Meets FACTS II RFP Requirements

Our objective for the implementation phase is to roll out the completed and tested FACTSII statewide. It is critical that FACTSII is rolled out with minimal disruption to DSCYF agency and provider users so as not to hinder the ongoing work that is being done to protect Delaware's children.

Our systems implementation approach follows the overarching guidelines for implementation planning, preparation, and execution:

- **Demonstrated Approach** – We have a Delaware-tested approach for successful statewide implementation that is based on a flexible methodology that can be modified to meet identified implementation needs and timeframes.
- **Trusted Teamwork** – Collaboration with DSCYF central and local office staff is critical to creating and executing the implementation readiness strategy.
- **Tested Rollout Plan** – We work with DSCYF to develop an aggressive, yet achievable, rollout plan that schedules critical readiness activities as close to the implementation date as possible to facilitate knowledge retention without risking any delays.
- **Experienced Staff** – We provide staff with in-depth experience in integrated children services implementations to enable the timely and successful system implementation.
- **Innovative Tools** – Cutting edge technologies that help the combined State and Deloitte implementation team prepare for a statewide implementation of the system.

Our implementation approach also includes working with the DSCYF Cultural Change Management Team to define “Day 1 Go-Live” materials used to prepare users for their scheduled rollout. We work with the DSCYF Cultural Change Management team, county management, and users and conduct change management sessions for general rollout users for each county to discuss and prepare for planned implementation activities. Our Implementation and Training Team provides guidance and expertise through the implementation process to foster a smooth transition.

In the following table, we summarize the features of our Delaware FACTS II system implementation approach and the benefits to DSCYF in meeting your objectives.

Features	Benefits
A systems implementation approach that reflects our deep understanding and experience with social service agency operations and the impacts of implementing a new system, while placing the needs of DSCYF’s diverse workforce at the center of planning activities.	<ul style="list-style-type: none"> • Reduced risk for implementation delays and failures. • Staffs are engaged in the systems implementation process and have the support needed to successfully integrate Delaware FACTS II into their daily work day. • DSCYF realizes quicker wins through faster quicker relief based on our month 20 statewide go-live.
An integrated systems implementation approach with a big bang statewide implementation and fully-functional statewide roll	<ul style="list-style-type: none"> • Minimizes the use of concurrent production systems (e.g., minimize dual entry) • Minimizes interim procedures, data synchronization, and interfaces for managing case transfers • Minimizes the costs of maintaining concurrent production systems • Eliminates the need to train users for partial and full functionality • Minimizes dual entry into new and legacy systems
A proven training approach that is built on programs and curricula successfully used to train end users across the country.	<ul style="list-style-type: none"> • Staffs are prepared to use Delaware FACTS II as designed on day one of implementation. • Risk of staff falling behind on casework due to FACTS II learning curve is reduced.
A Help Desk operations model that provides maximum responsiveness to user and local office concerns and issues reported.	<ul style="list-style-type: none"> • Delaware FACTS II users receive the support required to maintain consistent levels of customer service while learning to use a new system.

Table 4.16-2. Benefits of our System Implementation Approach.

4.16.0 Implementation Strategy

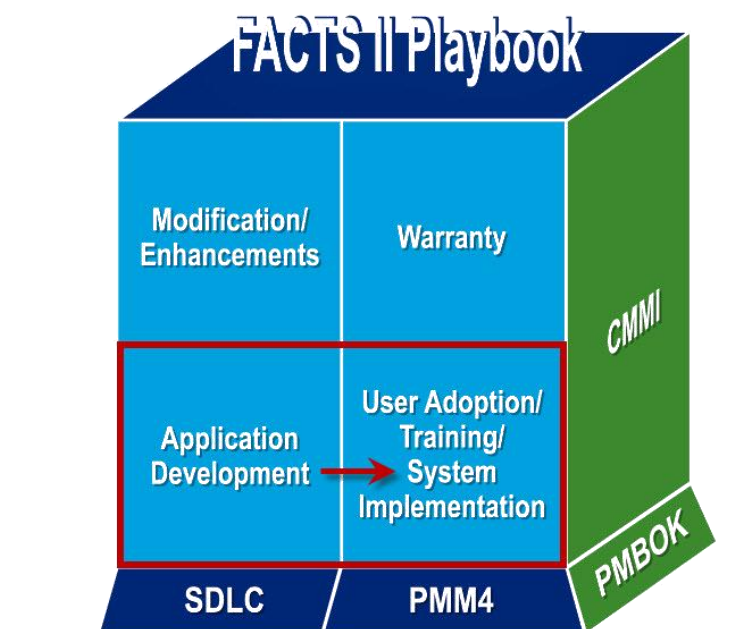
RFP reference: 6.16 System Implementation, Page 58

The Department requests that Bidders submit an implementation approach with their proposals. If Bidders recommended a phased or features-based approach to implementation, the Department prefers that the Office of Prevention and Early Intervention (OPEI), which is part of DPBHS effective July 1, 2010, be included in the first phase and/or that the features that will be used by OPEI be included in the first features rollout. OPEI currently uses a separate, unsupported Microsoft Access database; consequently, access to a permanent system (i.e., FACTS II) is a priority. The database upon which OPEI is currently dependent should be included in the initial conversion effort.

Deloitte's System Implementation Approach

We recognize that design and development are the heart of the Delaware FACTS II effort; however, seamless execution of the technology implementation is critical to the overall success of the project. It is essential that there is a focus on user preparedness from a business and a technology perspective.

System implementation is the project phase in which all elements must come together in the right sequence at a given point in time. The application must be ready for production: the technology infrastructure must be in place; interfaces must be ready to be turned on; procedures must be in place to shut down legacy systems; individuals whose jobs are changing must be ready to assume new roles; end users must be trained on the system and new business processes; implementation support plans and processes must be ready, and contingency plans must be in place to mitigate the risk of unforeseen problems. Bringing all of these elements together requires that all project teams be in sync with each other as they drive toward the implementation target date. As the implementation target date nears, the focus of project management shifts from development to implementation, as seen in the FACTS II graphic.



Like system planning, implementation planning begins with confirming requirements, validating assumptions, and developing the overall deployment strategy. Once the strategy and requirements are confirmed, the implementation tools and approaches are further designed and developed.

We focus on system implementation considerations early in the project and prepare for the action steps required allowing the entire project team to shift from a design, development, and testing mindset to an implementation and deployment focus as the February 15, 2013 go-live date nears. The development and integration of the implementation plan focuses on the following guiding principles:

Delaware FACTS II Statewide Implementation Guiding Principles

A sound implementation plan focuses on the perspectives on the FACTS II diverse workforce and users. It is ultimately these stakeholders who are on the “front lines” of the implementation. Our Deloitte team members bring significant experience implementing customer, worker, and provider portals for social service agencies, and use this knowledge and understanding in extensive, up-front office visits and working sessions to gather input from management and staff.

Communication is the key to effective implementation planning and execution of Delaware FACTS II implementation. This communication includes continuous, two-way communications across the individuals and departments directly involved with the FACTS II project, and the community of effected county offices and agencies.

Implementation plans must be flexible and adaptable. This allows for new information and approaches to be incorporated. Neither the State nor the FACTS II project operates in a static environment. As changes occur, the implementation team must be ready to react.

More than any other project phase, system implementation involves coordination with the broadest number of parties and stakeholders. Creating and fostering an atmosphere of understanding diverse perspectives, focusing on collective goals, and generally supporting a spirit of collaboration is essential.

Any new system is only as good as the user community’s ability to use the system effectively. Providing not only training, but other user support services for both internal and external DSCYF staff is a central focus of our implementation plan.

Sound project management and issue resolution become more important during implementation. We put processes in place to monitor progress, support the flow of information, identify and escalate issues and risks, and to keep stakeholders aligned.

Table 14.16-3. Implementation Guiding Principles of the FACTS II Statewide Implementation.

Delaware FACTS II Statewide Implementation Plan

Following a thorough analysis of DSCYF goals, business needs, technical architecture, and functional requirements, we create an implementation plan that uses proven techniques to facilitate project success. While creating the Implementation Plan is the responsibility of the Deloitte FACTS II implementation team, input must be received from across the FACTS II project if the plan is to be complete and synchronized. This broad perspective prevents activities from being overlooked or “falling through the cracks.”

The Implementation Plan also takes into account the implementation-specific supporting mechanisms that are put in place to coordinate the execution of this broad set of activities. Special emphasis is placed on providing support to all county and division offices that use FACTS II once the implementation begins.

The implementation plan documents the detailed steps to prepare for and execute the system cutover, including describing the individuals, roles and responsibilities, activities, and schedule for implementation. To plan for the unexpected, we document mitigation

strategies for the challenges presented from the big-bang implementation approach. The following graphic represents key elements of the FACTS II Implementation Plan.

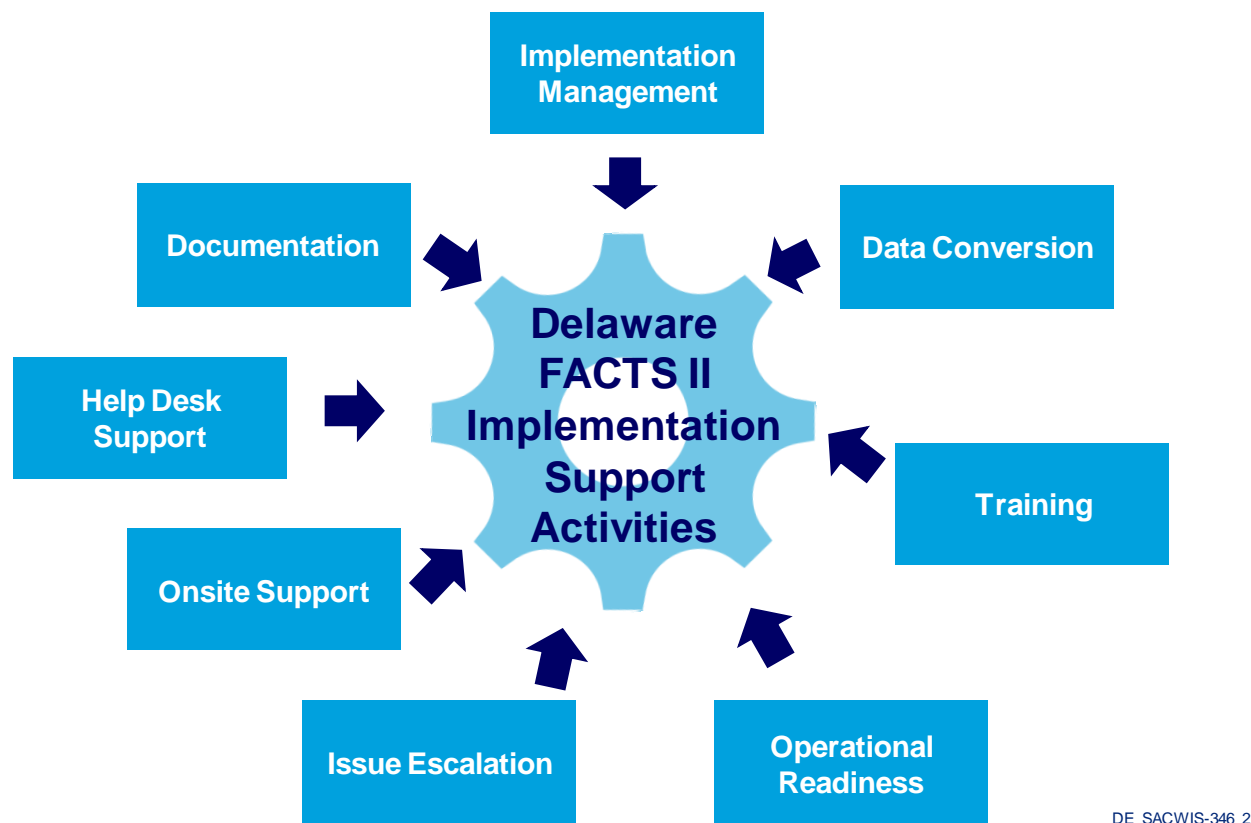



Figure 14.6-3. Deloitte's Implementation Plan for Delaware FACTS II Provides a Holistic Approach for Statewide Deployment.

Deloitte has supported many states through integrated children services system implementations, and has provided training/support nationally. Through this experience, we have developed leading practices and tools for each of the critical activities that must be completed to successfully deploy FACTS II statewide.

Delaware FACTS II Implementation Plan Contents

The FACTS II Implementation Plan charts the course followed to plan, execute, and refine the implementation of the FACTS II system. Basic key elements of the Implementation Plan include: Executive Summary, Implementation Strategy, Statewide Implementation Strategy, a Detailed Work Plan, and Next Steps. Sample table of contents for the Implementation Plan is found below.

	<div>Alabama FACTS Project Dept. of Human Resources Final General Rollout Implementation Plan Deliverable</div>
Deliverable Overview This section will provide an overview of the General Rollout Implementation Plan.	<div>Table of Contents</div>
Deliverable Section 1 – Executive Summary The Executive Summary provides a high-level overview of the General Rollout Implementation Plan.	<div>Section 1 – Executive Summary3 Section 2 – General Rollout Implementation Activities.....32</div>
Deliverable Section 2 – General Rollout Implementation Activities This section will include the following:	
<div>Deloitte.</div> <div>2</div>	<div>Deloitte.</div> <div>Final General Rollout Implementation Plan Deliverable</div> <div>1 of 2</div>

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Figure 14.6-4. Sample Implementation Plan Table of Contents from Alabama FACTS.

Deloitte's Implementation Plan outlines the process to plan, execute, and refine the implementation of the FACTS II system.

Statewide Implementation Schedule

Deloitte has extensive experience with successful statewide rollouts of large, complex systems of the same size, scale, and impact of FACTS II SACWIS systems in states such as District of Columbia, Alabama, Maryland, Massachusetts, Pennsylvania, Tennessee, and West Virginia. Just as we have for our other state clients, we implement Delaware FACTS II within a specified implementation period with minimum risk to DSCYF.

As part of the Implementation Plan, a detailed implementation schedule is developed. Given our recommended approach for a fully-functional 'big bang' statewide implementation, FACTS II is scheduled for Go-Live statewide implementation at Month 20 and system implementation by February 15, 2013. Delaware FACTS II is rolled out across the three counties and each division agency. Our proposed delivery schedule is designed to provide fast relief to DSCYF workers and other users and is flexible enough to allow

ample time to prepare users for the changes they must make and learning milestones they must achieve in order to integrate Delaware FACTS II into their daily business operations. We look forward to working with DSCYF once the project has begun to further refine and craft the implementation schedule.

Our schedule for system implementation includes requirements determination, design, development, testing, and statewide implementation of all functionality in 20 months (July 5, 2011 Project Initiation through February 15, 2013 Statewide Go-Live) and 12 months of warranty (February 15, 2013 through February 14, 2014), totaling a 32-month project. Upon the completion of the post implementation support phase, Deloitte is proposing to provide optional years maintenance as discussed in the FACTS II RFP.

Operational Readiness

Based on our experience with similar implementations, the Deloitte team has a demonstrated implementation methodology that is designed to manage a complex system implementation with challenging variables such as a diverse statewide environment, and multiple, geographically dispersed local offices, each of which has a varying set of environmental and workforce characteristics.

Our statewide approach provides a useful framework that increases the efficiency and quality assurance features of a standard methodology. At the same time, it provides opportunities to customize the approach as necessary. This framework is categorized according to four dimensions or core areas:

- Organizational Readiness
- User Readiness
- Data Readiness
- Technical Readiness

Approach to Issue Resolution

The Deloitte Onsite Support Team leads the implementation management efforts (coordination, issue resolution, and tracking) in collaboration with state staff. Deloitte's onsite Implementation Support Team is responsible for identifying and communicating technical or business process issues and identifying user training needs.



distinguishing FACTORS

A sound Implementation Plan that follows the FACTS II Playbook methodology, and emphasizes planning, communication and readiness from the project start

Thorough Software Development Lifecycle (SDLC) and implementation documentation standards that we combine with existing field and operational procedures and practices of the State to help minimize risks to implementation success

- A proactive communication approach that focuses on preparing workers, providers, and other FACTS II stakeholders for implementation as early on in the project as possible

Even with excellent planning and preparation, issues are bound to arise during any system implementation. The go-live period can be particularly difficult as users incorporate new technologies into their daily work. We develop and deploy a variety of mechanisms for rapid issue tracking and resolution.

Based on our experience, the table below outlines simple issues that occurred on the Alabama FACTS and Allegheny County KIDS projects. In these instances, our careful planning allowed us to quickly address the issue without an impact to the system implementation schedule.

Issue	Our Mitigation and Issue Control Strategy
<ul style="list-style-type: none"> The organizational structure had recently changed resulting in users without account access. 	<ul style="list-style-type: none"> Assessment of organizational structure just prior to implementation activities to confirm that all users have established account access.
<ul style="list-style-type: none"> A reported initial reduction in case management expectations when transitioning to new system 	<ul style="list-style-type: none"> Reduce case management expectations when new system comes in. Allow time for the users to get back to speed using a new system.
<ul style="list-style-type: none"> User computers lacked required configuration and software to access application 	<ul style="list-style-type: none"> Our implementation plan includes processes to verify computer configuration prior to go-live

Figure 4.16-4. Issue Resolution Strategies.

Deloitte's real examples from implementations similar to FACTS II adds to our knowledge base and allows us to plan for all contingencies.

The table below describes how documentation and reporting of issues occurs during the system implementation support period:

Type of FACTS II Issue	Method of Reporting	Escalated To
Functionality Problems	Call to FACTS II Help Desk Recorded in daily issue tracking log sheet Attendance in daily conference calls	The FACTS II Help Desk interacts with other project teams (e.g., application, technical, operations) to research issue. Issue is reported to FACTS II project leadership if it cannot be resolved by the Help Desk Manager.
Documentation or Training Needs	Daily issue tracking log sheet Attendance in daily conference calls	FACTS II Training Team
Business Process Decision Needs	Daily issue tracking log sheet Attendance in daily conference calls	FACTS II Project Manager

Table 14.16-5. FACTS II Implementation Coordination Model.

Delaware FACTS II procedures are developed as part of the Implementation Plan. However, it is important that mutually-agreed upon detailed guidelines are established so

that both the Deloitte and state teams understand the most direct route to reporting issues and how such issues are handled once received.

The issue tracking log sheet referenced in the table above requests that the Deloitte Onsite Implementation Support Team, with input from the DSCYF team, captures descriptions of the issues being raised and steps taken to attempt to resolve them (if applicable). DSCYF staff team members may also see trends in the types of issues users are having, and report those as well. The DSCYF team members collect the daily log sheets and provide them to the Deloitte Onsite Implementation Support Team; daily conference calls are held to discuss issues.

The Deloitte Onsite Support Implementation Team reviews each issue tracking log sheet and identifies trends that could be resolved with training or additional documentation. We use the Deloitte Onsite Support Implementation Team to provide “just-in-time” workshops or prepare needed documentation in response to the issues identified. At the end of the go-live implementation support period, the Deloitte and DSCYF teams collaborate to summarize the issues that have arisen and report the results as part of closing the implementation phase.

Develop Delaware FACTS II Help Desk

An effective user support model is integral to the successful adoption of any large-scale automated system. In addition to providing support to workers who have questions or require assistance, a well-run, effective Help Desk has a direct and positive effect on user satisfaction, staff’s confidence in FACTS II, and users’ ability to use FACTS II as designed and intended. Deloitte has considerable experience in establishing and maintaining help desks to support end users before, during and after the implementation of large-scale case management systems.

In addition, Deloitte has had significant involvement in the design and implementation of services centers across industries. We bring our knowledge of industry leading practices to the design and implementation of DSCYF’s new FACTS II Help Desk.

The help desk is a critical component for a successful go live and for superior end user satisfaction. Our help desk implementation methodology provides tools, templates, and sample deliverables to help establish and operate an effective Help Desk. Deloitte prepares and operates the Help Desk and trains staff in a collaborative effort with DSCYF. The FACTS II Help Desk is designed to:

- Record all calls using the tool selected and acquired by DSCYF; we work with you to determine the best way to interface this information within the SACWISmate issue resolution tool.
- Attempt to resolve issues at the point of call



did you
KNOW?

A technical solution is only as good as the way it is implemented – this is the core guiding principle in Deloitte’s approach to integrated children services system implementations

- Distinguish between policy questions, FACTS II navigation issues, technical issues, and system bugs
- Know when to escalate issues that are mission critical to appropriate team leads
- Prioritize issues
- Identify trends and solutions
- Provide weekly updates on key issues at status report meetings

We bring our lessons learned from past engagements to serve as the basis for the Delaware FACTS II Help Desk. Some of these lessons learned include:

- Help Desk policies and procedures must be clearly documented and provided to all analysts
- The Help Desk Manager is responsible to execute the agreed Help Desk policies and procedures
- Help Desk principles must be clear and easy to remember including:
 - If everything is a priority, nothing is a priority
 - Diagnose the issue, not the symptom
 - Users should hear you smile
 - Minimize the amount of time workers spend doing paperwork to maximize the amount of time they spend with children and families
- Create an environment where the voices of Help Desk personnel are highly valued. When the Help Desk sounds alarms, respond to their issues quickly. This team is the eyes and ears in the field, and we encourage them to let the Project Team know when things are not right

The FACTS II Help Desk is the gateway to DSCYF for workers. A professional, knowledgeable, and responsive Help Desk benefits everyone on the project. Our proven experience and tools help meet your goals and objectives for the establishment of an effective Help Desk.

Delaware FACTS II Help Desk Structure and Procedures

Deloitte's recommended structure for the FACTS II Help Desk includes several levels of support. One of the key tenets of our Help Desk approach is our focus on the user. A well-functioning help desk should have clear reporting channels and singular points of contact to avoid confusion and provide rapid resolution to user issues. The FACTS II Help Desk procedures that address these tenets are documented to facilitate effective information sharing. Deloitte develops Help Desk Standard Operating Procedures, which provides operation procedures including ticket escalation processes for the FACTS II Help Desk.

When a user experiences an issue that cannot be resolved locally, by the user, their designated power user, their supervisor, or onsite support staff, they contact the FACTS II

Help Desk, staffed by Deloitte, who is responsible for resolution of the call. State Help Desk staff work closely with the Deloitte Help Desk staff to learn how to efficiently and effectively respond to FACTS II-related issues. From an end users' point-of-view, there is one "FACTS II" Help Desk – the help desk specialist who takes a call does not need to route the user to a separate help desk, which could cause confusion and frustration in the midst of already challenging circumstances. The help desk specialist troubleshoots the user's problem, working closely with the various FACTS II project teams. Issues that the Help Desk cannot resolve in a timely manner are escalated to the FACTS II Project Leadership.

A sample Table of Contents for the Help Desk Operating Procedures is found below:

The image shows three overlapping document pages. The top page is the Table of Contents for the 'Final Help Desk Operating Procedures Deliverable'. The middle page shows 'Section 1.4 - C' and 'Section 1.4.1 - C'. The bottom page shows a list of sections from 1.4.1 to 1.4.6.

Table of Contents	
Section 1 – Executive Summary	3
Section 2 – Help Desk Operations.....	8
Section 3 – Help Desk Implementation Work Plan.....	26
Appendix.....	27

Section 1.4 – C	
Section 1.4.1 - C	
This section will provide the Help Desk Operations Requirements.	
Deliverable Section	
The Executive Summary	
1. Executive Summary	This sub-section and the agreement
2. Deliverable	This sub-section provides a general overview
Deliverable Section	
• Section 2.1	This sub-section describes the help desk, its
• Section 2.2	This sub-section describes the responsibilities of the project team
• Section 2.3	This sub-section describes the preparation for
• Section 2.4	This sub-section describes the desk software
• Section 2.5	This sub-section describes the desk contact include the
• Section 2.6	This sub-section describes the be used to

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Figure 14.6-5. Sample Table of Contents for Help Desk Operating Procedures.
The Help Desk Operating Procedures includes ticket escalation processes for the help desk.

Prepare Sites for Statewide Implementation

To confirm each implementation site is ready for implementation, we complete a Final Readiness Assessment Checklist. The checklist validates that all necessary planning and preparation activities have occurred in each area of readiness:

- A *Final Readiness Assessment Checklist* that addresses the prerequisites that must be achieved in order for statewide rollout, to occur. These prerequisites include, at a minimum:
 - Completion of end user training for the respective offices
 - Security and privacy procedures, and a process for validating that any such concerns are resolved prior to cutover
 - Properly configured hardware, software, and network connectivity at each office implementing FACTS II
 - Availability of all required personnel to support and participate in the implementation efforts
 - Problem reporting process and feedback mechanism established
 - System and business process documentation available
- The *implementation schedule of activities*, which includes a description of each task, along with the schedule timelines and dependencies
- *Tools* to be used during the statewide rollout that assist with items such as incident tracking and resolution, issue and risk management, and status reporting and communications
- Implementation team *roles and responsibilities* for DSCYF and the Deloitte team, as well as the DSCYF central and field office staff
- *Rollback information* that provides a course of action to be followed if the implementation does not go as planned and further refinements need to be made to FACTS II or the implementation approach prior to continuing with the implementation effort, including:
 - Risks, which identify decision points and triggers
 - Authorities, which identify the individual and group decision makers who make the ultimate decisions regarding whether implementation continues
 - Recovery actions, which identify the actions that may be taken to correct any deficiencies noted either in FACTS II or the implementation approach and methodology
- *Retirement plans* for FACTS, which outline the steps necessary to retire the current system that is no longer needed after FACTS II is implemented
- Supporting rollout by providing *on-site support* and identifying, evaluating, and incorporating lessons learned

A final meeting is held the week before scheduled implementation and Deloitte and DSCYF teams agree on whether or not the implementation may move forward, based on answers to questions like the following:

- Have the appropriate modifications been made to any workflows or operational practices?
- Does all staff have appropriate hardware installed?
- Does the location meet all site preparation requirements?
- Have all users been trained?
- Has all data been converted successfully, cleansed, and verified, and has reference data been loaded?
- Is the help desk ready to receive calls? Are the local office power users ready to assist other users? Are all other user and system supports in place?
- Has the post-implementation onsite support schedule been finalized?

Any items not completed (e.g. some staff not trained as they were sick during training sessions) are discussed to determine if those items should prevent implementation from moving forward. At the conclusion of this meeting, all required staff signs the checklist indicating agreement to move forward. To meet the aggressive implementation schedule, it is important that all parties understand the importance of the successful completion of all tasks so that each office is ready to implement as scheduled.

FACTS II Go-Live & Statewide Acceptance

Once all parties agree to move ahead with implementation, we validate that final implementation activities have occurred or are scheduled. We confirm security is set providing access to the application for the workers, and access to legacy systems has been removed. We also check that user training has been successfully completed and that the Help Desk is fully operational.

Upon agreement by the FACTS Project Management Teams that all readiness activities have been completed a “Go” or “No-Go” decision is made to formally execute the “Go-Live” schedule. On February 15, 2013, FACTS II goes live.

RFP reference: 6.16 System Implementation, Page 58

The Bidder’s proposed implementation solution must address the size and diversity of the FACTS II worker population, taking into account any transition and productivity costs, hardware/technical considerations, as well as any logistical, training, or implementation support issues. Bidders must include planning for joint State-Bidder staffing and training of both a FACTS II help desk team and a FACTS II implementation support team.

Deloitte’s FACTS II Playbook methodology is not limited to a sound technology solution. It also includes tools, methods, and solutions to integrate the new technology into your workforce, taking into account the unique needs of DSCYF staff and the business processes they execute each day. We work closely with you throughout the System Development Life Cycle to create and foster an atmosphere of understanding of diverse perspectives, and to focus on collective goals. As explained in this section, our implementation plan takes into account the implementation-specific mechanisms that are

put in place to support the workforce users in the following divisions across New Castle, Kent, and Sussex counties:

- Division of Family Services (DFS)
- Division of Prevention and Behavioral Health Services (DPBHS)
- Division of Youth Rehabilitative Services (YRS)
- Division of Management Support Services (DMSS), including the Office of the Secretary

To be successful, the implementation planning effort starts very early in the project and requires teamwork with DSCYF personnel, DTI, and the QA Vendor throughout the project life cycle. Prior to the actual implementation of the system, there are a number of planning activities that must occur in order to determine the readiness of the organization and system, dictate the plan for conducting the cutover, mitigate implementation risks, validate the successful completion of the implementation, and begin transitioning knowledge and ownership of the system.

In selecting our implementation approach for FACTS II, we factored in hardware and technical considerations, including remote county access across the state network, load testing before implementation, and user PC hardware and software profile considerations. Each of these considerations are included in our FACTS II Implementation Plan, with strategies for addressing each consideration and mitigating any associated risks.

We also considered the logistical, training, and implementation support factors that could impact FACTS II system implementation, including special planning to confirm that we provide the level of customer service needed for FACTS II. We address these considerations through onsite support, Help Desk support and through various methods of training and shadowing. (Transition and productivity cost considerations are addressed in the Pricing Section.)

Help Desk Staffing

Deloitte provides staff for the FACTS II Help Desk. The number of Deloitte staff is based on the size of the State's 1,600 users, an analysis of expected call volumes, the onsite support model, and previous experience with similar implementations. Targeted core competencies and experience for these Help Desk Specialists include:

- Call center experience or other strong customer service background
- Prior case management experience and knowledge of local, state and federal regulations
- Experience with technology testing, troubleshooting, and implementation
- Strong communication skills

Both Deloitte and state resources undergo an extensive FACTS II Help Desk training program that focuses on learning the FACTS II Help Desk, understanding potentially

challenging aspects of the application, learning relevant FACTS II Help Desk tools and procedures, and general problem solving and customer service skills.

RFP reference: 6.16 System Implementation, Page 58

Bidders must ensure that their implementation solutions propose strategies for mitigating and/or managing issues arising from the proposed solution. Examples include:

- If a phased implementation approach is proposed, identify solutions for cases shared between workers or divisions that are pre- and post-implementation.
- If a “big-bang” approach is proposed, identify how the Bidder help desk and implementation support staff will be able to provide a satisfactory level of customer services.
- If a features-based approach is proposed, identify how assessments will be conducted to establish the priority of the features to be implemented and how new features will be rolled out without unnecessary interruption to business activities and with minimal or no need for duplicate data entry.

We propose a fully-functional statewide big-bang implementation approach for FACTS II. Given the size of Delaware (1,600 users) and your objective of integrating multiple agencies across three counties into a single system, this approach is the most cost-effective and presents the least risk to DSCYF.

Providing onsite support immediately following cutover to FACTS II operations is a critical role of the FACTS II implementation team. The volume and complexity of user issues tend to be the highest during the initial post-cutover period. We have found that it is vital for our Help Desk and Implementation Support Teams to be available onsite to address issues and concerns as they arise so that questions can be resolved as quickly as possible to minimize the possibility of disruption the implementation of the new system. This is key to facilitating a smooth transition and allowing workers to continue performing their day-to-day casework.

Our Help Desk and implementation support staff work with the local, division office users across each department and county to:

- Answer user questions related to the use of the system in daily operations
- Aid in the resolution of system issues
- Act as a liaison between the project and local office users to communicate important information on workarounds and system upgrades
- Identify and report application problems related to the new FACTS II application
- Track questions and issues
- Communicate answers to common questions via regular (often daily) e-mails to all FACTS II users

Application issues that cannot be resolved immediately by the on-site support personnel are escalated to the appropriate help desk level. In addition, the onsite support team notifies the Deloitte project team of any system-wide conversion or technical problems that may affect operations so that the appropriate steps can be taken to remediate the issues centrally.

A core aspect of our approach to onsite support is to work with the power users in the local offices. The power users are identified during the local office planning process and serve as a local point of contact for users' questions and problems, both during and after FACTS II operations commence in the local offices. Depending on the local office size and organizational structure, the power users may be peers, supervisors, or members of a specialized team such as a local office user group or help desk.

To address the level of demand and provide an adequate level of help desk and implementation support staff service and performance, we leverage our experience on similar big-bang implementations in other states. Our experience has taught us that it is imperative that the right level of on-site support be provided prior to and immediately after Go-Live. For FACTS II, we provide onsite support staff for 30 days after implementation.

During the local office planning process, in collaboration with the State, we validate the exact composition of how resources are distributed; there are some offices that require a greater level of support simply because of local factors such as the complexity of the cases served, the size of the office, and the general computer proficiency of the local office workforce. In addition, we also have found that the level of onsite support needs to be validated during the implementation planning phase for each local office to make certain that their specific needs are properly addressed. As the period of on-site support draws to an end and the volume of questions drops significantly, the FACTS II power users in the local office assume responsibility for resolving the questions and issues that do arise. The objective of this shift of responsibilities is to transfer knowledge effectively to local office power users so that they become proficient in the new system's business workflow and system functionality prior to taking on responsibility for onsite support.

8.16.1 Associated Deliverables

RFP reference: 6.16.1 Associated Deliverables, Page 57

The following deliverables are required during the System Implementation Phase:

- • Implementation Plan;
- • Data Quality Plan, which should include methodologies for pre-implementation, implementation, and post-implementation, with descriptions of the required staff and requisite skill;
- • Help Desk Standard Operating Procedures;
- • System Transition Plan;
- • System Maintenance Plan;
- • Final System Documentation, which should include the hardware, software, printer, and database configurations of system equipment; inventories of all components of the system; security administration procedures; configuration management procedures; audit information; licensing information; and descriptions training and skill set for operations staff;
- • System Operations Procedures Manual, which should include guides for regular system operations, such as batch jobs, reports, backup procedures, etc.;
- • Backup and Recovery Plan;
- • Back-out Plan in case the system fails to operate as required at implementation;
- • Implementation Results Report; and
- • FACTS II Solution (acceptance of this deliverable constitutes acceptance of the system)

The outcome of the System Implementation phase is the creation and submission for DSCYF approval the following deliverables:

- Implementation Plan
- Data Quality Plan, which should include methodologies for pre-implementation, implementation, and post-implementation, with descriptions of the required staff and requisite skill;
- Help Desk Standard Operating Procedures
- System Transition Plan
- System Maintenance Plan
- Final System Documentation, which should include the hardware, software, printer, and database configurations of system equipment; inventories of all components of the system; security administration procedures; configuration management procedures; audit information; licensing information; and descriptions training and skill set for operations staff
- System Operations Procedures Manual, which should include guides for regular system operations, such as batch jobs, reports, backup procedures, etc.
- Backup and Recovery Plan
- Back-out Plan in case the system fails to operate as required at implementation
- Implementation Results Report
- FACTS II Solution (acceptance of this deliverable constitutes acceptance of the system)